

INSCOM JOURNAL



Capt. Joseph E. Kennedy selected
as INSCOM's MacArthur Leadership
Award Winner - see page 5



INSCOM JOURNAL

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**INSCOM
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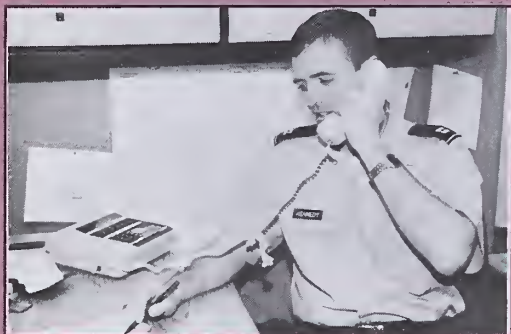
**COMMAND SERGEANT
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CSM Raymond McKnight

CHIEF, PUBLIC AFFAIRS
Lt. Col. John E. Ooley

COMMAND INFORMATION OFFICER
Jeanette D. Lau

EDITOR
Phoebe Russo

DESIGN and GRAPHICS
Carol A. Joyce



**Capt. Joseph E. Kennedy wins MacArthur
Leadership Award. (U.S. Army photo)**

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Post employment restrictions covered by U.S. code

By Lt. Col. Robert Rhodes
INSCOM, Deputy SJA

You don't have to be a weatherman to know the weather's changing. With the reorganization of the Army the changes to the professional lives of many of us arrive sudden and unexpected.

Many senior members of the intelligence community will depart federal service this summer. Most leave reluctantly with misgivings concerning incomplete military careers—short of that anticipated when you committed to a career with the Army. With the thanks of a grateful nation and regret that it ended so soon, we see you off to new challenges in life.

I want to take this time to remind you of certain post employment restrictions covered by federal law and Army Regulation 600-50.

—If you were an officer or civilian employee, you are prohibited from engaging in business for a contractor regarding any particular matter on which you have personally participated while in federal service.

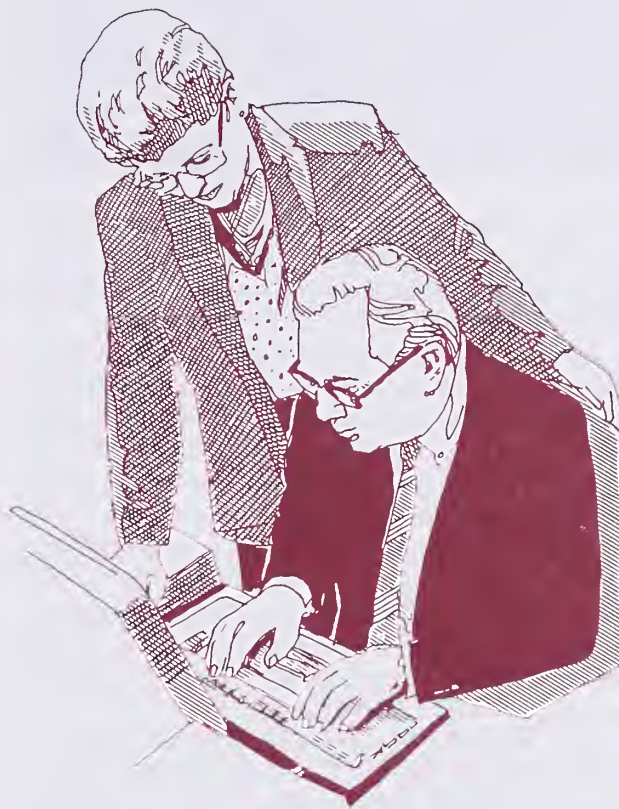
—If you were an officer or civilian employee, you are barred for two years from engaging in business for a contractor regarding a particular matter that was under your official responsibility while in federal service (but on which you did not personally participate).

—If you were a soldier of any rank or a civilian employee involved in procurement, you are barred for two years from the date you last participated in the contract from negotiating or performing the contracted matter.

—If you were an officer or civilian employee (O-3 or GS-12 or above), and worked on active duty for a defense contractor or participated in decision-making responsibilities with the contractor, you are barred from receiving compensation from that contractor for two years.

—If you are a retired Army officer, you are barred for two years from (1) prosecuting a claim against the United States concerning a matter with which you were directly connected on active duty; and (2) prosecuting any claim against the United States regarding the Army.

—If you are a retired Army officer, you are barred for two years from selling anything, either goods or services to the Army.



—If you are a retired *Regular* Army officer, you are barred for three years from selling any *tangible* property to any DoD agency.

—If you are a retired officer O-3 or above, or a retired civilian GS-13 or above, you are required to report DoD or Defense Related Employment obtained within two years.

—Retired Regular Army officer must file notice of any employment and keep it up to date for three years.

The list is long and detailed; however, if you fall into any of the categories you must be careful since the restrictions are backed by the U.S. Code. If you have any questions, contact your local Staff Judge Advocate's office.

Commander's Corner

Charles F. Scanlon
Major General
Commanding

As you are aware, one of our Top Ten objectives for 1992 is "Caring for INSCOM people." A primary mechanism we use to measure our success in this area is the Army Family Action Plan (AFAP).

AFAP is a grassroots process which begins with installation and unit family forums. Now in its tenth year, AFAP has already addressed over 300 issues at Department of the Army and hundreds more at local levels. DA Circular 608-91-1, the Army Family Action Plan, outlines how that process should be conducted and contains a list of the issues which have improved the quality of life for all soldiers, civilians and their families.

Last year INSCOM published a circular defining the role of our commanders in the AFAP process. All our units have conducted forums in which soldiers, civilians and family members had an opportunity to participate.

In fiscal year 1991 INSCOM held three regional seminars, one for Europe, the Pacific and the Americas. From those meetings a number of key issues were surfaced and the first edition of the INSCOM Family Action Plan (IFAP) was published. Those critical issues which had broad impact were in turn forwarded to DA for consideration and possible inclusion in the Army's overall plan.

Last year's IFAP contained 25 local, 16 INSCOM and eight Army level concerns. Those issues have been addressed by the INSCOM staff. The results were published and briefed during the fiscal year 1992 regional seminars held in Europe during February. They will also be presented at the Far East seminar in April, and again in June at the Americas session.

INSCOM was well represented by three individuals at the Army-wide 1991 AFAP Planning Conference held in October 1991. These delegates were selected from unit represen-



tatives at each of our three regional INSCOM seminars. From our IFAP process, eight issues were forwarded for consideration during the DA conference. Two of these issues are scheduled to be published in the next edition of the AFAP: the Army and Air Force Exchange System's Home Layaway Plan (HLP) proposal, and the nonchargeable paternity and adoption leave recommendation.

The first issue requested that HLP be expanded to include items such as cameras and stereo equipment. The second proposal dealt with nonchargeable paternity and adoption leave for soldiers who have a newborn child or who have adopted a child. Both of these issues are being researched by the Army staff and their results briefed to the 1992 Spring General Officer Steering Committee.

We should all be pleased with the tremendous strides we as a command have made in the IFAP program during the past year. Our regional seminars have provided valuable insight as to what is impacting both positively and negatively on our people and their families. The issues which surfaced during these sessions provide good feedback to commanders at all levels on the quality of life within their command.

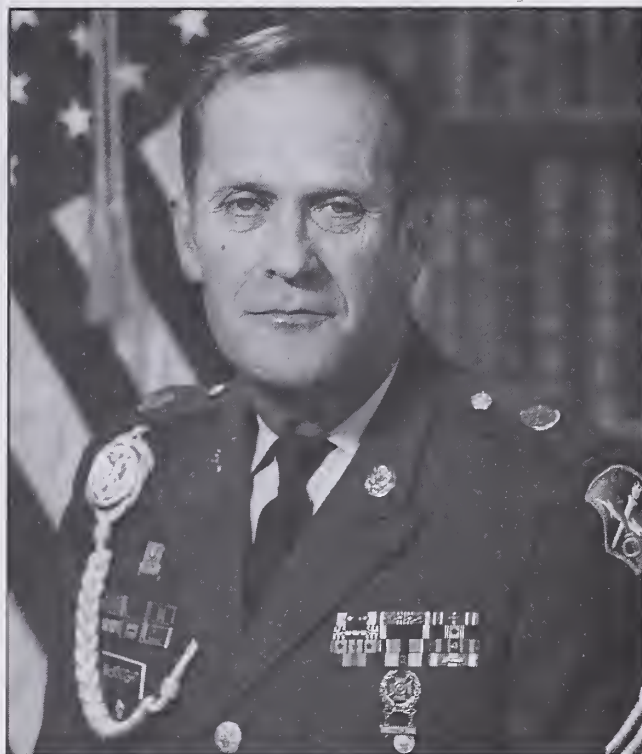
Because of programs like AFAP, I am better able to assess where our efforts must be marshalled in order to accomplish the goal of caring for INSCOM people. The entire chain of command recognizes the importance of the program and is totally dedicated to making it work.

INSCOM and the Army are facing demanding challenges in the upcoming months. The IFAP/AFAP process is a positive tool we have to ensure the decisions we make are the right ones for our people. This is your program and your chance to make a difference. We need your participation.

Mission First, People Always.

“Educating the Force”

Raymond McKnight
Command Sergeant Major
INSCOM



The current downsizing of the Army has increased the importance of education for our soldiers. Transitioning and active duty soldiers must improve their level of education to be competitive. We, as Noncommissioned Officers, must provide our soldiers with current and accurate information on continued military and civilian education.

Soldier career development maps have been provided to all INSCOM commands to assist in this effort. These *NCO Leader Self-Development Career Maps* recommend Noncommissioned Officer Education System (NCOES) and Career Management Field (CMF) related college courses and degree goals for soldiers. These “Maps” are tools for soldiers to build a firm basis for self-improvement through selective college courses. Similarly, the *Read to Lead* initiative identifies what skill levels soldiers must attain in reading and comprehension as they advance to higher levels of leadership.

Obtaining civilian education while on active duty is an option available to all soldiers. Soldiers who have never enrolled or have discontinued college for an extended period of time should consider the Basic Skills Education Program (BSEP). BSEP is an excellent evaluation tool to determine a soldier's level of proficiency and placement in a college degree program. The DANTES, CLEP, and ACTPEP examinations allow soldiers to receive college credit without attending formal class. Independent study programs are available for home study and college credit. Military training and skills can be evaluated for college accreditation by education counselors. This information can be obtained by visiting your Education Center. This is especially important to the transitioning soldier. Military service accreditation provides a soldier with a beginning on their college education upon completion of active duty.

The Noncommissioned Officer Education System provides leadership training that improves the quality of the force and increases a soldier's competitiveness for promotion. The NCO leadership must manage these school allocations and ensure qualified soldiers meet the prerequisites to attend. Courses that are MOS specific combined with leadership positions help to fully develop a soldier's leadership and technical skills. MOS related correspondence courses can further enhance a soldier's skills. Combining military and civilian education not only improves a soldier's potential for promotion, but also provides the Army with better trained professionals.

The NCO leadership must take responsibility for their own career development as well as their soldiers. We must provide soldiers with the guidance and counseling to improve their military and civilian education levels.

Local education centers are authorized to assist the soldier. We, as Noncommissioned Officers, must encourage our soldiers to utilize all information and assistance provided by the education centers. Our responsibility does not end there. We must continue to develop our soldiers and ensure that they have the means to accomplish their goals. To do less would be a disservice to the soldier.

I am sure you are fully aware that the Army is reducing the size of its force. The leadership challenge is to retain the most qualified while assisting those transitioning. If our soldiers are to be competitive after transition from active duty, the NCO leadership must lead the way and assume an active role. I encourage you as supervisors, from squad leader all the way up the chain of command, to ensure your soldier's military training is evaluated for college accreditation before they are discharged from active service. We must continue to care for our soldiers and their families.

Weapons qualification is part of training

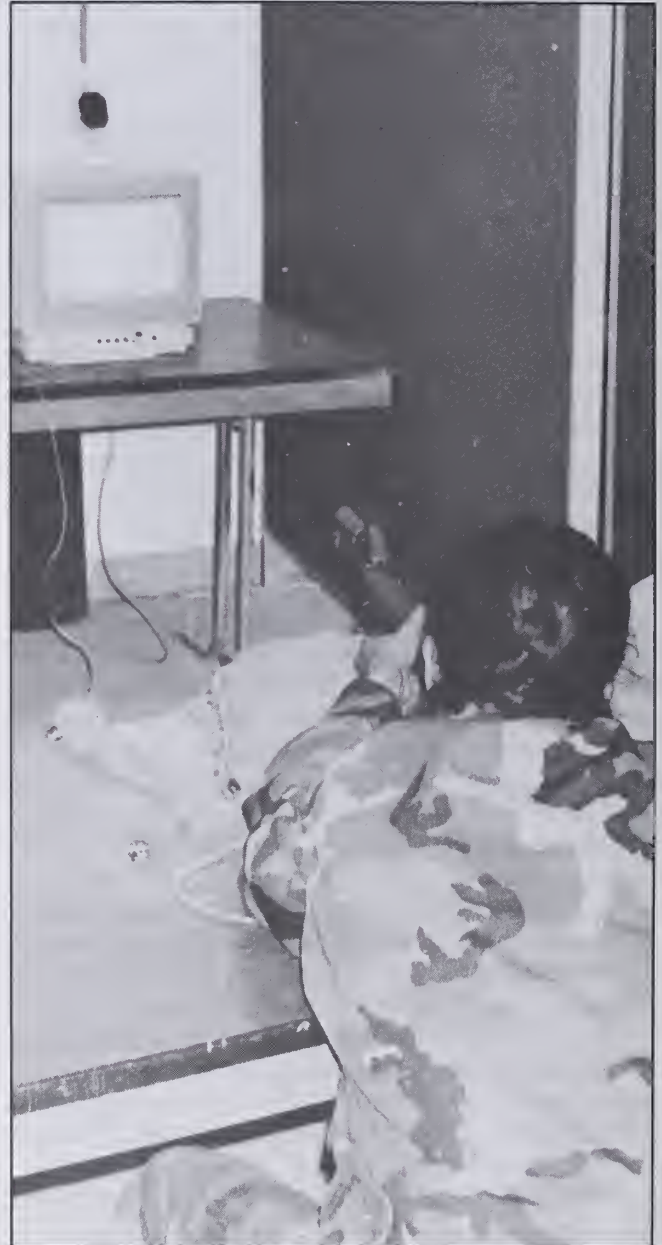
By SFC R. R. James
711th MI Bn, 701st MI Brigade

Weapons qualification can be the bane of a training NCO's existence. Part of this is due to the fact that, since there may never be enough rounds to train "the old-fashioned way," i.e., with live rounds every time, access to such devices as the Weaponeer becomes critical to any training or qualification program. The situation often gets more interesting since there are seldom enough people around who are qualified to run the Weaponeer. It always seems to be down at the wrong time. Nor is the Weaponeer geared for mobility. (You CAN move it and disassemble or reassemble it yet there's no guarantee that it will always work again after you do.) There are ways around that, though. One such solution is the wonder known as the Multi-purpose Arcade Combat Simulator (MACS).

MACS consists of a television monitor, a computer keyboard, and an M16 configured in a manner similar to the Weaponeer's but with connecting cables rather than a rod. As with the Weaponeer, the TV monitor offers the firer/trainer a variety of targets (moving, stationary, pop-up, etc.) at various ranges. But the Weaponeer basically doesn't go much beyond simply showing hits and overall percentages, while MACS displays shot groups and indicates specific ranges at which a firer may be having particular difficulty. MACS also gives a variety of target backdrops, as opposed to the single backdrop with the Weaponeer, and offers advice to the firer and trainer as to how to improve score (jerking versus squeezing the trigger, breathing, etc.)

Also, MACS is very portable. The TV monitor, which is the heaviest of the three components, weighs well under 30 pounds; one person can transport and set up or tear down the system single-handedly.

Within the 711th MI Bn, weapons training and qualification is now enhanced by use of both Weaponeer and MACS before and during the firing day. Since MACS is so portable, SSgt. Linn Foster, training NCO for HHC, 711th, was able to set up the system outside his office and also by the CQ desk during the three days of 711th's last range, noting that "it makes it a lot easier to correct deficiencies before they go out" (to the range). The system also went out with the troops to Lechfeld range during the actual firing; shooters would "warm up" with MACS before going out on line and, in the case of "bolos," between firing sessions thus radically improving scores, and in some cases, avoiding the need to return to qualify on another day.



A soldier takes aim using the Multi-purpose Arcade Combat Simulator (MACS) system. (Photo by SFC R.R. James)

Officer is INSCOM winner of MacArthur Leadership Award

By Deborah Sellers
INSCOM, IAOPS-H-C

When notified that he had been selected as the 1992 INSCOM winner of the Gen. Douglas MacArthur Leadership Award, Capt. Joseph Eric Kennedy said, "I am truly fortunate to have been selected. In fact, it came as a great shock to me." If he was surprised, the people who work with him were not.

The INSCOM Special Selection Board was also impressed by Kennedy's accomplishments. In reviewing the qualifications of 19 highly qualified nominees from INSCOM's major subordinate commands (MSC's), they were unanimous in selecting Kennedy.

Presently Executive Officer to Brig. Gen. Patrick Hughes, Commanding General of the Army Intelligence Agency (AIA) and Assistant Deputy Chief of Staff for Intelligence, Kennedy served as Alpha Company Commander, 201st Military Intelligence (MI) Battalion, 513th MI Brigade, during Operation Desert Shield/Storm from Oct. 16, 1990 to March 31, 1991. During that time he commanded 250 soldiers spread across a 1200 mile baseline extending from western Saudi Arabia to the United Arab Emirates.

A graduate of Auburn University, with a bachelor's degree in Public Administration, Kennedy was very active in student government. He received his Army commission through the ROTC program and reported to Ft. Huachuca, Ariz. for the Military Intelligence Officer's Basic Course (MIOBC). Following MIOBC Kennedy was assigned to the 108th MI Battalion in Wildflecken, Germany as a Collection and Jamming (C&J) platoon leader. After serving as the Assistant Battalion S-3, he went to the 154th Air Defense and was the S-2 there. Upon completion of the MI Officer's Advanced Course (MIOAC), Kennedy was Executive Officer (XO) of the 332nd MI Company in Korea.

Some of the assignments he enjoyed and learned the most from were, platoon leader, executive officer, and recently, company commander. Kennedy's ideals of leadership revolve around taking care of soldiers and are based on the belief that it is soldiers who get things done. He says, "The officer's role is to provide troops with the opportunity to do their jobs. I realized when we were deployed in Saudi Arabia that you just can't do it all yourself. While troops are willing to work hard and work long hours, it is also important to take notice and make sure they know their efforts are appreciated."

Another source of inspiration to Kennedy on the subject of leadership were the Army officers who served as his mentors or role models. They shared their values and experiences with him as he worked with them and learned from them. "One of the greatest inspirations to me," Kennedy continued, "was to



Capt. Joseph E. Kennedy (U.S. Army photo)

learn from Maj. Tom Faust what it truly means to take care of troops. It's more than just giving them days off and making sure they get put in for awards. Sometimes it may mean making them do what they need to do. It may not be a pleasant experience at the time, but they will eventually realize that it has been to their benefit. I've seen this happen."

Kennedy believes that one of the greatest challenges he has faced to date and, in fact, the reason he joined the Army, has been to prove himself as a professional military officer. He says, "The reason I came into the Army was the challenge of proving to myself whether I could perform as an military officer and a platoon leader in the Army." That he has done so is beyond question.

The MacArthur Leadership Award is awarded to a company grade officer in each Army major command who demonstrates the ideals for which General Douglas MacArthur stood—duty, honor, country. They are sponsored by the MacArthur Foundation and will be presented in mid-May in the MacArthur Corridor of the Pentagon. Mrs. MacArthur, the general's widow, is invited to this ceremony and has attended in previous years. The awards are traditionally presented by the Chief of Staff of the Army or the vice Chief of Staff of the Army.



Riders of the sky

By SFC David L. Hooper
MI Bn (CI) (CE)

The snap of the torque rod leading to the tail rotor immediately told Mel he was going to be late for supper. As the rear of the UH1B Huey Gunship slapped the rocky crags of the Vietnamese mountain side, he saw parts of his bird tumble past the cockpit and disappear down the slopes.

"Damn," he thought, "I always hate it when this happens." Deft fingers manipulated dead control gears to no avail as a light sweat broke on his brow. Although he had been shot down twice before, it always surprised him when it happened again. A fragmented shard of chopper blade sliced through the cockpit plexiglass just behind the copilot, severing hydraulic control lines and filling the cockpit with smoke. Suddenly, he felt the left landing skid snap as the chopper began its side-over-side roll down the mountain.

"Yep!" Mel thought, "Going to be late for supper." Unfortunately, his door gunner would never eat dinner again.

Master Warrant Officer 4 Melvin H. Koon, 6'4" and 200 pounds of bone and sinew, commands the 6th U.S. Army Flight Detachment, located on Hamilton DoD Housing Facility in Novato, Calif. Thinking back over 29 years of service

in the United States Army, MW4 Koon can't help but smile and nod knowingly.

"I fell in love with the original Ranger patch. The one that was black and gold with a thin red border around it and said RANGER on the top. The first time I saw it, I knew I wanted to be a soldier." MW4 Koon joined the Army on Sept. 22, 1960 and attended jump school. Upon completion, he headed for Special Forces training and assignments. In May 1963, he was selected for rotary-wing flight training and upon graduation headed for his first of two tours in Vietnam. With additional assignments in the Dominican Republic during the "Trujillo Uprising" in 1965 and the Deserts of Iran during the rise and fall of the Shah in the 70's, Mister Koon earned a Bronze Star, two Purple Hearts, 41 Air Medals, and more ARCOMS than he would care to remember. With follow on fixed-wing flight training, MW4 Koon qualified to fly just about anything the Army had.

As Commander, 6th U.S. Army Flight Detachment, he oversees 19 personnel, two UH1 Hueys and three C12/U21 airplanes. All of this helps provide general aviation support

for Western Region U.S. and the assets of Commander, 6th U.S. Army. His detachment flies the Rockies west from Canada to Mexico. Each aviator within the detachment averages 550 hours' flight time per year. Each maintenance worker averages four times that to keep the birds flying. Over the past two years, approximately 100 aviator and 400 maintenance hours have been provided to the Military Intelligence Battalion (CI) (CE) on a non-reimbursable basis.

Routinely flying the commander and sergeant major to the various west coast resident offices, this detachment has proven itself an integral, cost-effective method for assisting our battalion to accomplish its mission in his well-worn brown leather swivel chair on this cool Tuesday afternoon. His eyes squinted as he looked into the setting sun.

"I've enjoyed 29 years of Army service." His eyes locked themselves onto mine. "I've been shot down, messed up, let out, taken in and just generally had a good life. I've met the Honorable Michael P.W. Stone, former Vice President Mondale, commanders for FORSCOM and 6th U.S. Army . . . I even flew with Joey Heatherton and Raymond Burr. I've been to MOTHER RUCKER more times than I ever want to remember, but no single action gave me more pride than being selected as one of 200 Master Warrant Officers in the U.S. Army. Except maybe, when I flew some of you SECRET guys doing SECRET things in Europe. That was real fun."

Of course, all good things must come to an end. On Oct. 31, 1992, MW4 Koon retires from active duty. And just as he saw the retirement of many an Army airframe, so it has come for him . . .

For a moment I noticed that far away look in his eye that told me he was revisiting distant lands and times gone by. I silently put away my notes and closed my briefcase.

"The UH1B Huey Gunship."

"What?" I responded.

"My favorite bird. The UH1B Huey." MW4 Koon mused for a moment. "I liked it the best because it got me through Nam."

I nodded knowingly, even though I didn't really know because I never went to Vietnam and I never flew gunships. But still, I felt it. I was sitting with a piece of U.S. Army history, a man who pushed the envelope and survived in combat. A man whose flight detachment gave unconditional support to our battalion. The least I could do was shake his hand and execute a perfect salute.

"Sir, I hope you continue life with gusto." He smiled as I walked out on the metal stairway heading down two flights.

A part of history was about to complete 29 years of active duty and as his last act provided two years of continuous support to help our battalion complete fifteen years of mission accomplishment.



MW4 Melvin Koon still preps and pre-flight checks his planes after all these years. (Photo by SFC David L. Hooper)

Writer gains national honor

By Capt. Richard L. Watkins
I&A Bn, 66th MI Brigade

Every once in a while one of us goes out and does something really neat, and gets recognized for it.

Published in the May 1991 issue of the *DAGGER* (publication of the 66th MI Brigade) we had an essay entitled, "Desert Mail, More Than a Box from Home" written by SSgt. Ruth E. Graziano. The essay vividly recreated the atmosphere at mail call in Saudi Arabia during the height of Operation Desert Storm, emphasizing how important it was for troop morale to receive letters and "care packages" from fellow Americans. It was also published in the June 1 edition of *STARS and STRIPES* under the title, "Mail Gets Message Through," and then made it in the July issue of the *INSCOM Journal*.

Since then the essay was submitted to the Freedoms Foundation at Valley Forge. Each year the Foundation, along with the Pennsylvania Department of the Military Order of the Purple Heart, sponsors an essay category in the national awards program for servicemen and women on active duty, reserve, ROTC and JROTC components, to encourage them to think about and to speak up for freedom. This year the subject was "Proud to Serve."

The Foundation has made the following statement concerning this program: "Freedoms Foundation is a nonprofit, non-

sectarian, nonpolitical organization. One of its primary purposes is to recognize, through annual awards, individuals, organizations, and schools . . . to bring about a better understanding and appreciation of our nation and its principles of human dignity and freedom.

"Each year, Freedoms Foundation makes available awards in a variety of categories which include published articles, speeches, school and community programs, editorials and other expressions and activities by which people communicate ideas . . ."

Graziano's essay was selected as one of the winners. For her efforts she received a beautiful medallion and stand with a picture of George Washington on one knee praying, her name, the year 1991, and "Proud to Serve" engraved on it. She also received a \$50 savings bond.

As you can see, what we write may sometimes be a little more noteworthy than we think. I felt that the fact that one of our *DAGGER* writers received recognition at the national level was important to those aspiring writers who are considering submitting an article.

Thank you, SSgt. Graziano, for writing a great essay; and thank you for showing us that we can receive recognition in other ways also.

Battalion conducts FTX

By 1st Lt. Jeremy Dick
711th MI Bn, 701st MI Brigade

The 711th Military Intelligence Battalion conducted a battalion-wide exercise recently. The exercise was the first of this caliber in over five years, including Bold Adventure, which involved fewer participants.

The purpose of this exercise was to train in 711th MI Bn's missions of conducting emergency operations and preparing personnel and equipment for deployment or relocation. The actual exercise kicked off with Lt. Col. John Gentry calling a stand-by alert. This was followed by a TA-50 inspection at the Sheridan Kaserne.

Meanwhile, at Gablingen, Maintenance Company and HHC were preparing equipment for deployment and going through various stages of their Basic Emergency Plans.

Aviation prepared their helicopters and conducted a mission to fly soldiers from Sheridan out to Gablingen while wearing MOPP-level-four gear. They then proceeded to Remote Site Hoherbogen to meet the emergency team at their alternate LZ.

HHC was tasked to provide necessary transportation and on-order issue basic loads.

The second day consisted of a non-telephonic alert beginning at 0200 hours NEO procedures and NBC Team Training rounded out the day.

Throughout the exercise, training was conducted on emergency destruction procedures, alert procedures (both telephonic and non-telephonic), NBC Team training, preparation of equipment for deployment, MOPP-Four, flying missions in response to battalion's taskings, issuing of basic load of ammunition, transportation requirements for HHC, preparation of personnel for deployment and NCO procedures.

Overall, the battalion exercise was successful. The exercise season is not over, however, as the adventure will continue as the 711th MI Battalion plans to conduct a Field Training exercise to evaluate basic soldier skills and conduct weapons training.

PERSCOM tackles VSI/SSB eligibility questions

Soldiers everywhere have some tough decisions to make in the coming years. Many of those decisions are based on whether or not a soldier is eligible for either of the military's voluntary separation packages—the Voluntary Separation Incentive annuity and the Special Separation Benefit lump sum payment.

Officials from the U.S. Total Army Personnel Command in Alexandria, Va., recently answered some frequently asked questions about VSI/SSB eligibility:

Q. Will soldiers' assignment instructions be deleted if they apply for VSI/SSB?

A. Assignment instructions will be deleted, provided the soldiers' VSI/SSB requests have been approved locally.

Soldiers who apply for VSI/SSB to HQDA, and who are due to report to new assignments before April, will be locally deferred to May. If a request is approved, the soldier's assignment instructions will be deleted. If a request is disapproved, the soldier will comply with his assignment instructions.

Soldiers who apply for VSI/SSB to HQDA, and whose assignment instructions will put them in a "temporary duty enroute" status, with a class start date prior to March, will be dropped from the training course.

Q. Will soldiers who are affected by retention control points be deleted from assignment instructions?

A. Soldiers on assignment instructions, who cannot meet the prescribed tour length upon reaching their retention control points, will be deleted by PERSCOM. The following soldiers will be deleted:

- Careerists on assignment instructions to long tour areas overseas, who will have insufficient time remaining in service to complete the prescribed accompanied tour because of their retention control points.
- Careerists on assignment instructions to short tour areas overseas, who will have insufficient time remaining in service to complete the prescribed short tour because of their retention control points.
- Soldiers assigned to long tour areas overseas who will not have at least a year remaining in service upon arrival at the CONUS installation, will be involuntarily extended by the overseas command until two days prior to their retention control points, except for those soldiers assigned to Conventional Forces Europe units.

Soldiers assigned to short tour areas overseas who will not have at least six months remaining in service upon arrival at



the CONUS installation will be involuntarily extended by the overseas command until two days prior to their retention control points.

Q. What procedures apply to soldiers attending professional development courses who are eligible and want to apply for VSI/SSB?

A. Soldiers who submit applications for VSI/SSB will be separated after the course, as long as the graduation date is prior to Aug. 30. Soldiers requesting VSI/SSB whose graduation dates are after Aug. 30, will be separated at the earliest possible date.

Soldiers who apply for VSI/SSB, and who are scheduled for Army funded professional development training in a temporary duty and return status, will attend the school.
ARNEWS



CHAMPUS - a medical program

Ever wonder what some of those perplexing CHAMPUS terms mean? Things like “allowable charge” or “catastrophic cap.” Here are some brief explanations of a few of the more common ones:

- **Allowable charge**—The amount on which CHAMPUS figures your cost-share for covered care. CHAMPUS computes the allowable charge from all bills from providers of care over the past year.

- **Authorized provider**—A doctor or other individual provider of care, or a hospital or supplier, approved by CHAMPUS to provide medical care and supplies. Generally, that means the provider is licensed by the state, accredited by a national organization, or meets other standards of the medical community. If a provider is not authorized, CHAMPUS can't help pay the bills.

- **Catastrophic cap**—An upper limit placed on your share of CHAMPUS-covered medical bills in any fiscal year (Oct. 1 through Sept. 30). The limit that an active-duty family will have to pay is \$1,000; the limit for all other CHAMPUS-eligible families is \$10,000. Charges beyond the CHAMPUS allowable charge, or charges for care not covered by CHAMPUS, are not covered by the cap. Those bills must be paid in

full by family members or their military sponsors. Also, costs paid by active-duty families under CHAMPUS' Program for the Handicapped are not counted toward the cap.

- **Claims processor**—The contractor that handles CHAMPUS claims for care received within a particular state or country. They may also be called “Fiscal Intermediaries” or “FIs.” They have toll-free telephone numbers to handle your questions. The Health Benefits Advisor at the nearest military medical facility can tell you who the CHAMPUS claims processor is for your area.

- **Cost-share**—The portion you pay of the allowable charges for care on each claim. Your cost-share depends on your sponsor's status (active-duty or retired). The annual deductible for outpatient care, and anything the provider charges above the allowable charge, are paid in addition to your cost-share. The CHAMPUS share is the difference between the allowable charge and your cost-share.

- **Deductible**—The amount you must pay each fiscal year on your outpatient medical bills before CHAMPUS starts sharing the cost. Your CHAMPUS claims processor keeps track of your deductible and subtracts it from your CHAMPUS claims after the beginning of each new fiscal year. How

much you've paid toward your deductible in the current fiscal year is spelled out on the Explanation of Benefits form you receive when a claim has been processed.

Currently, the outpatient deductible for all CHAMPUS-eligible persons *except* members of active-duty families in which the military sponsor is pay grade E-4 or below, is \$150 for an individual, and \$300 for the whole family. The families of active-duty E-4s and below pay \$50 and \$100, respectively.

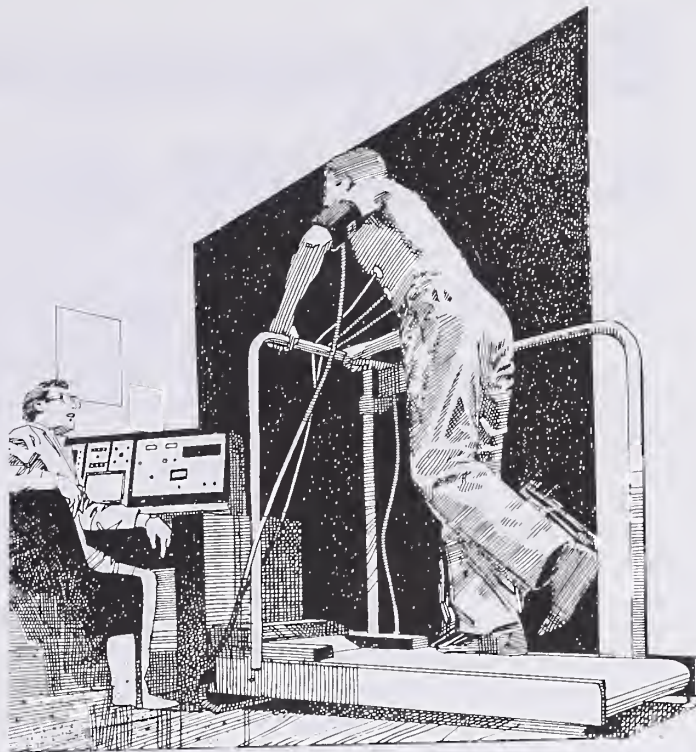
● **DEERS**—The Defense Enrollment Eligibility Reporting System. That's the computerized data bank which lists all active and retired military members, and which should also include their dependents. Active and retired service members are listed automatically, but they must enroll their dependents



in DEERS, and report changes in family members' status (divorce, adoption, etc.).

CHAMPUS claims processors check DEERS before processing claims, to make sure patients are eligible for CHAMPUS benefits.

● **DRGs**—Diagnosis-related groups. DRGs are a relatively new way of paying most civilian hospitals for inpatient care under CHAMPUS. Under DRGs, CHAMPUS pays most hospitals a fixed rate for inpatient services, regardless of whether or not the hospital bills a different rate. The DRG amounts paid for inpatient services are based generally on national averages of costs for specific services. The DRG payment system is used in all states except Maryland, and in the District of Columbia and Puerto Rico.



Most hospitals are required by law to accept the DRG payment for the inpatient care they provide. In such cases, you are not responsible for the difference between the hospital's billed charge and the DRG payment. You need only pay your cost-share.

NOTE: Individual doctors' fees for services they provide aren't paid by DRG amounts. You'll have to share the costs of those fees separately from the DRG costs of hospital inpatient services. Also, some hospitals (even within the so-called "DRG states") are exempt from DRG payment limits. They include: psychiatric, cancer, long-term care, rehabilitation, and sole community hospitals exempt from Medicare. Some services, such as kidney acquisition costs, heart and liver transplants, and others, are also exempt from the DRG limits.

● **Explanation of Benefits (EOB)**—The EOB is a statement that the CHAMPUS claims processor sends you (providers of care who participate in CHAMPUS also get EOBs when they send in the claims) that shows who provided the care, the service or supply received, the allowable charge and amount billed, the amount CHAMPUS paid, how much of your annual outpatient deductible has been paid, and your cost-share. It also gives the reason when a claim is denied.

● **Participate in CHAMPUS**—Providers of care who "participate" in CHAMPUS agree to accept the CHAMPUS allowable charge (along with your cost-share and deductible, if any) as the full fee for your care. Individual providers may participate on a case-by-case basis. They generally file the claim for you, and receive the check, if any, from CHAMPUS. Hospitals that participate in Medicare must, by law, also participate in CHAMPUS for inpatient care. For outpatient care, hospitals may or may not participate. **CHAMPUS NEWS**

Speaker presents options for making transition

By Deborah Sellers
INSCOM, IAOPS-H-C

Approximately 80 HQ INSCOM military officers recently attended a seminar entitled "Marketing Yourself for a Second Career." This lecture was presented by Col. Doug Carter, USAF (Ret), of The Retired Officers Association (TROA).

Mr. Carter began with a description of the job market today, stating "the picture out there is very bleak for employment." Realistically, he said, there are fewer jobs available now. Consequently, the people who do get jobs have to be better prepared and have to work harder to find them. In addressing the apprehension that some officers may feel about the present job market, Carter explained that looking for a job is not only a 40-hour-a-week effort. He also emphasized the value of advance preparation and research prior to the job interview.

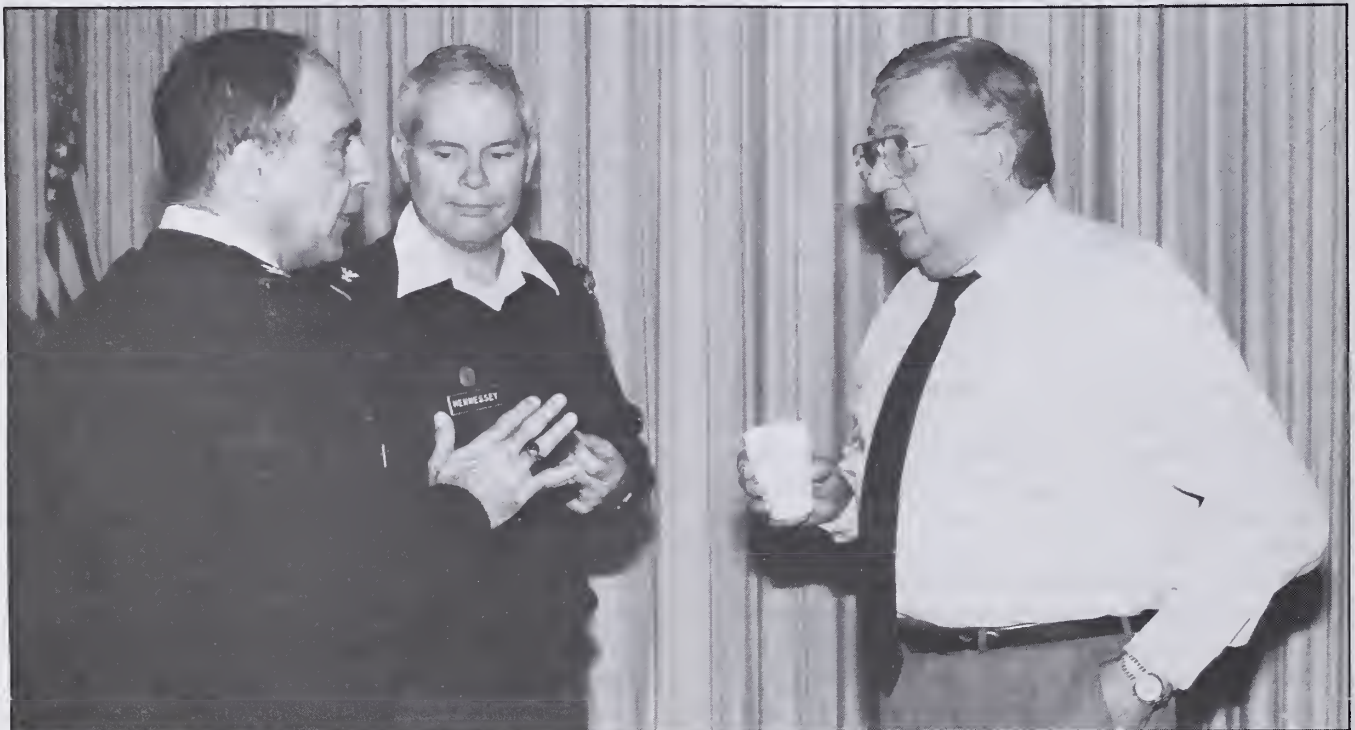
Carter discussed various stages of the job-finding process, such as exploration of different career fields, how to make the transition from military to civilian terminology, resume-writing, networking, and interviewing. He provided a step-by-step "prescription" to successfully find the job that is a good fit for the individual's needs. He also talked about trade-offs

that sometimes must be made between, for example, location, pay, cost of living and quality of life.

Continuing in this two-hour seminar, the issues military officers will confront in interviewing for jobs, in salary negotiations, and in combating stereotypes or misconceptions of military life were a few of the topics addressed.

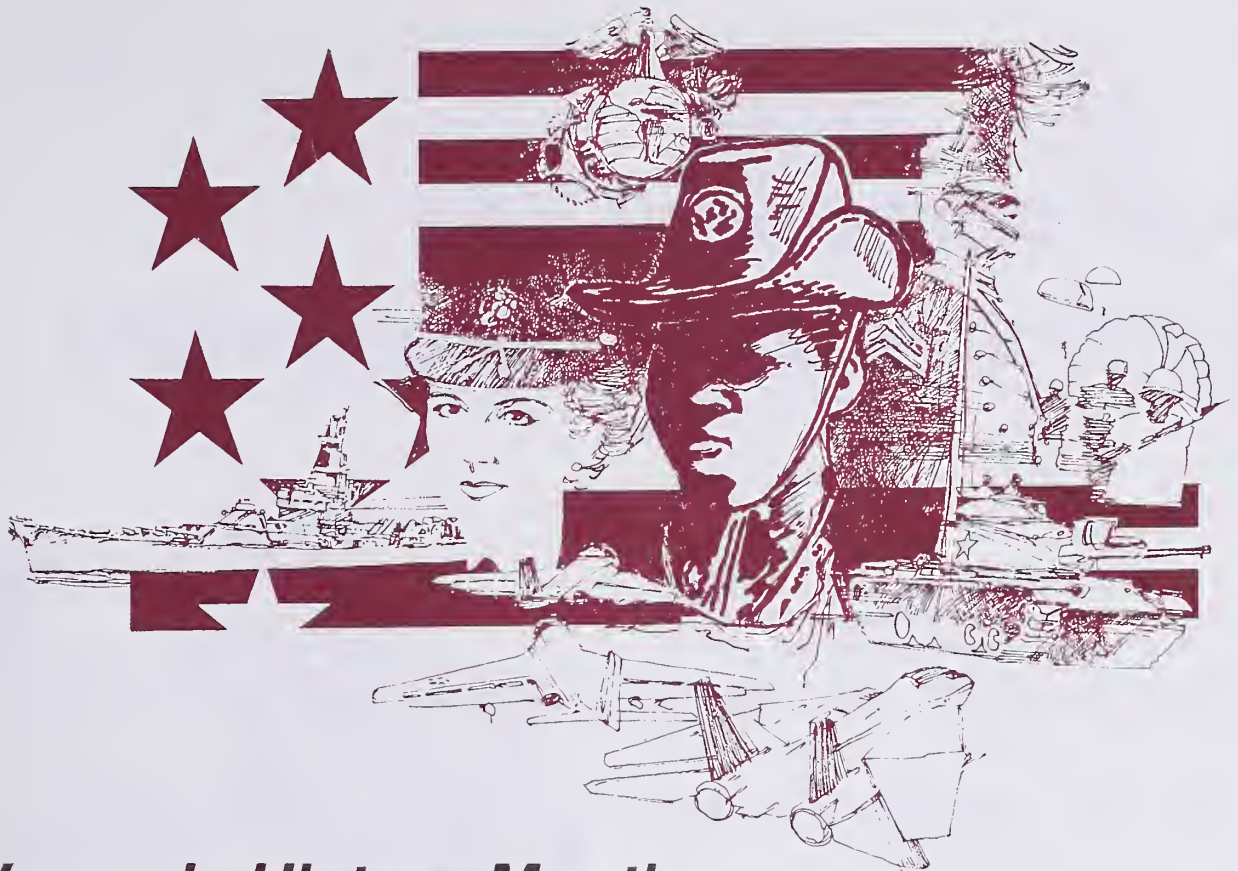
Questions raised by members of the audience brought up several anecdotes to illustrate the point that in addition to marketing one's skills, people can also market traits obtained and reinforced in the military, such as integrity and loyalty, which are valuable to any employer.

This was another in a series of seminars and informative briefings sponsored by DCSPER, HQ INSCOM, to provide information to military and civilian personnel regarding projected drawdowns. TROA and other organizations such as The Association of the U.S. Army (AUSA) and the Non-Commissioned Officers' Association (NCOA) provide services to association members in the areas of resume preparation, research, referrals and career counseling.



Mr. Doug Carter, featured speaker, continues the discussion in an informal conversation with Col. Mastrangelo,

ADCSOPS-H, and Col. Hennessey, DCSSEC. (U.S. Army Photo)



Women's History Month

Women in uniform play important role

Women play an ever-increasing role in today's armed forces. More than 11 percent of the active force and 13 percent of the ready reserves are women.

In actual numbers, almost 235,000 women are currently on active duty, while about 151,000 serve with the reserve components. Another 4,300 women are on duty with the Coast Guard, 2,600 on active duty and the remainder with the Coast Guard Reserve.

During Operations Desert Shield and Desert Storm in the Persian Gulf, more than 33,000 women were assigned to the combat zone. The combat exclusion laws and service policies were in effect during these operations.

As a part of the largest U.S. military operation—over half a million service members—since establishment of the all-volunteer force, women filled every type of job required. They weren't relegated to administrative and medical missions. They piloted and crewed helicopters and reconnais-

sance aircraft, and pulled security, construction and intelligence duties. Women were assigned to Patriot missile battalions and served as unit commanders. They drove trucks and were responsible for chemical and biological defense and decontamination.

Women were killed in action, and two were held prisoners of war by the Iraqis.

The role of women in future conflicts may be determined during the next few years. A presidential commission meets this year to make recommendations on women in combat. Recommendations may include opening all or a few of the currently closed career fields or leaving the laws and service policies in effect.

Currently, 52 percent of Army positions are open to women; Navy, 59 percent; Marine Corps, 20 percent; Air Force, 97 percent; and Coast Guard, 100 percent. **AFIS**

DoD personnel can combat sexual harassment

By Rudi Williams

DoD has not escaped the sexual harassment controversy highlighted by the recent Supreme Court confirmation hearings. Hundreds of service members and civilian employees file harassment claims each year.

During fiscal 1990, service members submitted 563 complaints alleging sexual harassment. A total of 295 cases were substantiated.

Sexual harassment is a form of sex discrimination that violates Title VII of the 1964 Civil Rights Act. The act was amended in 1970 to include sexual harassment, which is defined as unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature in exchange for employment, job benefits or which creates a hostile working environment.

A survey conducted by the military in 1988—the most recent statistics available—shows the extent of the problem. Twenty-two percent of active duty military personnel said they had experienced some form of sexual harassment. This ranged from sexual jokes to assault and rape. A total of more than 20,000 service members answered the survey.

The most frequent types of sexual harassment reported were:

- Sexual teasing, jokes, remarks or questions, reported by 82 percent of the women and 74 percent of the men;
- Sexually suggestive looks, gestures or body language, reported by 69 percent of the female victims and 58 percent of the male victims; and
- Touching, leaning over, cornering, pinching or brushing against another in a deliberately sexual manner, reported by 60 percent of the women and 51 percent of the males.

Fifteen percent of the female and 2 percent of the male respondents reported pressure for sexual favors. Five percent of the females and 1 percent of the males reported actual or attempted rape or sexual assault.

Some people found things offensive that others said were not offensive at all, according to reports. Officials said sexual harassment means different things to different people. Persons who view something as sexual harassment (or otherwise offensive) should bring that fact to the offender's attention, because the person may be unaware something is wrong.



Here are other things people should do if they believe they are being sexually harassed:

- Confront harassers if you think they can be reasoned with or scared off, and make it clear you are not interested and that their behavior is unacceptable.
- Tell your supervisor (if the supervisor isn't the alleged offender), or contact your equal opportunity counselor.
- Write a letter to the offender about specific behavior you find offensive and ask him or her to stop; warn the person of the actions you will take if the practice continues.
- Keep a written record of the incidents of harassment, and of your complaints and their results—document the date, time, place, witnesses, specific behavior and your response.
- Talk to friends, co-workers and relatives about the problem to build a strong support system.

Service members who feel they have not been adequately satisfied by their chain of command have other avenues of

appeal—the inspectors general, equal opportunity advisers.

Civilian employees can appeal to the U.S. Equal Employment Opportunity Commission or to a federal district court, said Jerry Anderson, an equal opportunity manager in the Office of the Secretary of Defense. But they cannot bypass the agency they work for and go directly to the commission.

Civilian employees can also report sexual harassment to the civilian personnel office, federal women's program coordinator, union representative, employee counseling service or ombudsman. Anderson said while there are several places people can report suspected harassment, all will refer the person to an equal employment specialist in their agencies. **AFIS**



People accused of sexual harassment have rights, too

The Supreme Court confirmation hearings in the Senate highlighted that there is not much defense for those accused of sexual harassment.

Editorials around the country noted that even if the nominee were innocent of the allegation, there was no way he could prove it. Many accused of sexual harassment claim innocence. Do people accused of sexual harassment have the same rights as alleged victims?

"Yes," said Christopher Jehn, assistant secretary of defense for force management and personnel. "The system has to protect both the victim and the accused. The responsibility for protecting the rights of the accused as well as the rights and sensitivities of the alleged victim falls to the commander and chain of command." Protections apply equally to military personnel and DoD civilian employees.

Agencies have 180 days to investigate and resolve complaints, a DoD equal opportunity manager said. However, several stages and appeals processes are involved during the 180-day period.

Complainants who are not satisfied with their agency's final decision can press their cases with the U.S. Equal Employment Opportunity Commission or a U.S. District Court, he said. The manager insisted the best thing someone accused of sexual harassment can do is to cooperate with the investigation and present evidence for his or her own defense. **AFIS**



VERDUN:

Stronghold of the past leads to the future

By 2nd Lt. Thomas C. Sibley Jr.
527 MI Bn, 66th MI Brigade

Verdun? Never heard of it. But at least it may be interesting, or so the officers of the 527th MI Battalion thought before embarking on the two-hour journey from Kaiserslautern for a day of Officer Professional Development (OPD). At least it's a break from our normal routines. I personally had few expectations of the French Soldier. My uneducated impression of the French soldier was encompassed in the character of Corporal Louis Lebeau from Hogan's Heroes—small, fiery and with good intentions, but only effective as the chef for the prisoners, and for getting into very small places.

The majority of us who had never trod the war torn battlefields, pristine city streets laced with monuments, underground metropolises and majestic countrysides were about to be pleasantly surprised.

Verdun, which translates as "powerful fortress," is located in northeast France near the German border. Its history dates back to about 300 B.C. It has been a strategic location in many battles throughout history, but its most recent major confrontation is what has made such an impact on modern warfare, and a deep impression on the strength, sacrifice and love for one's country.

There are several fortified areas around the city. I have had the pleasure of touring many battlefield areas all over the world. I have stood in awe at the Arizona Memorial in Hawaii and crossed the battlefield at Gettysburg stunned by the loss of life. But I have never seen devastation and turmoil suffered by any military service member like I saw at Verdun.

During World War I, Fort Douaumont, Vaux Fort, and the others just like them, were so completely obliterated by shelling that little more than giant craters remain. The structures and design of the forts were so badly damaged that one could only imagine what they once looked like. In many cases as much as 30 feet of earth and fortification had been totally blown off the face of the map.

It was hard to believe that anyone could survive such attacks. But the French continued to defend against the Germans, dodging craters and sinkholes caused by them. If soldiers weren't tripping over the mounds of dead bodies, or



The Ossuary at Douaumont is a chapel on the cemetery grounds, under which rest the bones of the unknown soldiers killed during the heavy bombing. (Photos by Capt. Barb Smith)

falling into and drowning in one of the craters full of quagmire, they were busy giving aid to the living or providing support to your own batteries.

The Germans believed that these strongholds represented the entire French nation. If the pride of the French defenses would fall here, then all of France would soon follow. The Germans did not realize the great sacrifice it would take nor the extent of French stubbornness. The determination of the Germans to continue to fight here instead of strategically maneuvering and fighting at more important locations had major effects on the outcome of the war. Walking along many of the paths at the forts, you could almost hear the shells flying...men screaming in pain from wounds, the orders of the artillery gunners being passed, and smell the stench of death.

Another place of interest was the Fleury Memorial. There you can watch a short film and see many of the articles of war

that remain. The crude but effective weaponry of both sides reinforced your feeling of admiration. The barbarism of these weapons made fighting with swords and other medieval weapons look tame. Artillery shells so large that you couldn't put your arms around them and weighing several thousand pounds were relentlessly hurled at the fortresses. One shell was capable of killing several hundred men, and often did. The numb feeling I had about my tour thus far wasn't about to subside. There was more . . .

The underground Citadel was a tribute to French ingenuity and raw determination to see the war through. The tour through this underground logistical center for the entire city was one of the finest I had ever experienced. While being led through the corridors by music from station to station, this huge structure was filled with reconstructed scenes from the war. A narration was played at each site. The selfless dedication to duty and true grit of the French was imbedded in each stone.

Still humbled by the day's events, we continued onward to other monuments.

Cemeteries honoring the dead from WWI were abundant. The cemetery that affected me the most was the Ossuary at Douaumont. It is the resting place for the unidentified remains of around 180,000 French and German soldiers that were found on the chaotic fields of battle devastated by 61 months of bloody fighting. One of the most gripping scenes was the open (glass covered) remains of soldiers. When our tour guide told us of them I expected to see the remains of a few. I was appalled by the sight of bones of literally thousands of soldiers, laying silently, nameless in the tombs. They lay there eternally honored.

Inside the Ossuary were thousands of tombs and vaults with unknown soldiers. Inscribed on stones above the areas

are the approximate places where the soldiers were found. You could hear the screaming of pain echoing from the skulls of the fallen heroes of the war. It made me think about their families and friends. Were they forgotten, or just lost in the stacks of bodies, never to be identified?

The most moving memorial was still before me.

Trench warfare, where soldier upon soldier lost their lives at the end of a two-foot long piece of sharp metal was glorified here. A vivid display of a total sacrifice of the soldier lay just a few inches below the surface of the ground. At the Tranchee des Baionnettes (Bayonet Trench) memorial, a grim reminder of what a soldier must endure was present. During an attack, several soldiers were buried alive during incredibly heavy shelling. Their still upright rifles displayed only their bayonets, marking the spot where the men were during the attack.

The thought of the soldiers crouched, still in their positions, waiting forever for their orders to attack, was the most moving experience I have ever had as a soldier. I began to wonder what their last thoughts were as the shell that covered them fell. Just then, "Duty, Honor, Country" by General Douglas MacArthur filled my head. "Duty, Honor, Country." Those three hallowed words reverently dictate what you ought to be, what you can be, what you will be. They are your rallying points. To build courage, when courage seems to fail. To regain faith, when there appears to be little cause for faith. To create hope, when hope becomes forlorn."

I had a new understanding of soldiering and a newfound respect for the French after this trip. Over 1.7 million French soldiers gave their lives from 1914 to 1918 in the quest for freedom. This place will deeply affect you. Missing it would mean missing an opportunity of a lifetime: to rediscover the real reason why you serve your country.



The Ossuary at Douaumont Cemetery outside Verdun graphically depicts the final resting place for 180,000

German and French soldiers. No matter what angle you view the crosses, they form a straight line.

Augsburg soldier collects sports cards

Story and photo by Sgt. Eric E. Parris
701st MI Brigade

Hard core sports fans recognize names like Mickey Mantle, Carl Yazstremski, Joe Namath, Joe Montana and Wilt Chamberlin. These individuals spur memories of their glory days while in uniform. But for one brigade sports fan, they and thousands more are worth more than memorable moments.

For SFC Chuck Cannon of HHC, 701st MI Brigade, these athletes are a part of his sports card collection that he has built up for more than 27 years. This hobby that has turned into a small enterprize, began, Cannon said, with trips to the barber shop.

"When I was nine-years-old, my grandfather would take my brother and me to get a haircut, and after that we would go across the street to the store where I would buy a pack of 10 baseball cards for 10 cents," the West Monroe, La., native said.

As a diehard baseball fan, Cannon continued to collect baseball cards throughout his schoolage years. "I was and still am a New York Yankees fan and Mickey Mantle was my hero," he said. But it wasn't until 1979 after a break in his military service that the 16-year Army veteran began to collect baseball cards in earnest.

In 1985 upon his arrival to Fort Bragg, N.C., he had 2,500 cards and he traded and sold cards with a local card shop owner. "I also helped start a baseball club in Fayetteville where about 40 members would meet once a month," he said. It's here that he began to buy and sell other cards besides baseball. "I decided if there was a demand for a card, I would try to get it."

After he arrived with his family in Augsburg in May 1990, he continued to expand his collection of cards, which now numbers close to 300,000, and held Augsburg's first card show in August 1990. "I now have 20 different types of cards I trade and sell," he said. His card selection includes athletes, Ninja Turtles, Marvel Comics, Looney Tunes and Desert Storm cards as well.

In addition to his cards, Cannon also sells storage boxes, plastic covers for the cards and binders.

Basically, he has what collectors will need to start and protect their collection. But what determines the value of a card or set of cards, specifically sports? For baseball, the 36-year-old said, homerun hitters and strike out pitchers are the most valuable players to collect. Also, cards with players who play in the big market areas such as New York, Los Angeles, San Francisco and Oakland are also valuable.



SFC Chuck Cannon, HHC, 701st Military Intelligence Brigade, displays several of the many cards he has collected. He has between 250,000 and 300,000 cards in his collection.

More specifically, he said, the rookie cards are worth the most. "The hottest rookie card in baseball today," Cannon said in his careful southern accent, "is Ken Griffey, Jr., which is worth between \$55 and \$60." And yes, Cannon has his card.

Cannon has collected some very valuable cards during the past few years. He has a 1957 Mickey Mantle worth \$800, 1965 Mantle - \$200 and a 1966 Joe Namath worth \$250.

Despite the variety of cards he has available, baseball cards are still the most popular. His buyers are from adults down to elementary school age children. Cannon, who has worked with children in church Sunday School, enjoys dealing with them. "I try hard to make a deal with the kids to where they come out ahead," he said smiling.

"Card collecting is an activity that parents can do with their kids," he said. And he speaks from experience as he and his son, Justin, 9, work together. "Justin is a big trader and he especially likes cards with Michael Jordon and Bo Jackson."

Cannon spends about two-and-a-half hours a week working on his collection and between seven and eight hours on Friday before the Saturday card show. He has strong support from his family, and remembered a time when his cards had a positive impact on their well-being. "In 1987, we were going through some tough times and I sold some cards to help pay some bills," he said.

While he estimated that his collection is worth about \$25,000, he said it is not a profit making operation. "What I sell in cards goes back into it," Cannon explained.

March is designated as Irish-American month

By Rudi Williams

For the second consecutive year, Congress has designated March as "Irish-American Heritage Month" to highlight Irish heritage, culture and contributions to the nation.

"The joint resolution will nationally recognize the many contributions Irish Americans have made throughout our nation's history," said Illinois Sen. Paul Simon, one of the cosponsors of the measure. "About 40.7 million Americans are of Irish-American descent, from Andrew Jackson, our seventh president, to James Hoban, the man who designed the White House."

Irish Americans have played an integral role in shaping the national heritage, Simon said. "Artists, playwrights, social reformers, inventors and politicians, including 10 signers of the Declaration of Independence, are only a fraction of the many Irish Americans who have helped enrich our great nation", he added. "Their legacy and achievements will be better appreciated by the celebration of 'Irish-American Heritage Month.' "

Calling America "the melting pot of the world," Simon said, "Our national heritage is not the product of just one culture or one tradition. It takes the contributions of all the peoples of the world and combines them into the wonderful, colorful and diverse society called America. This resolution honors one of those proud traditions."

Another co-sponsor, Arizona Sen. Dennis DeConcini said, "We should take time to recognize the many cultures that make this country the great melting pot it is. As someone who has married into the Irish culture, I'm looking forward to celebrating Irish-American Heritage Month and St. Patrick's Day with full vigor."

In response to people who question having an Irish-American Heritage Month, a DeConcini spokesman, Matt Collins, said "These observances—Black History Month, Hispanic Heritage Month, American Indian Heritage Month—highlight different minority groups, but that's not the only purpose. It's important to bring attention to causes, groups, actions and dates in history people should know about and respect, not just for minority groups, because we have a giant melting pot of hundreds of different ethnic groups from many countries around the world. Each group deserves special recognition."

New York City Police Department Capt. Vincent Dougherty agrees. "Having ethnic heritage months is a wonderful way to recognize major contributions different groups made to making this country what it is today," said Dougherty, commander of Brooklyn North narcotics.



"The Irish have proven their worth in wars, education, establishment of universities, literature, theater, government—from police officers to presidents of the United States," said Dougherty, a member of the police department's Emerald Society, a charitable organization that raises money for education scholarships. "Many of the country's founding fathers had Irish backgrounds."

Thomas A. Brennan Jr., president of the Friendly Sons of St. Patrick, said "For most Irish Americans, having an Irish-American Heritage Month is almost a sentimental thing. For instance, my grandmother and great grandparents came over from Ireland. I'm four or five generations removed from Irish immigrants."

"Most people in my situation, if they have an attachment to Ireland at all, it's more of a sentimental thing because we don't have relatives in Ireland that we know of," said Brennan, an associate general counsel of the Hearst Corp. in New York City. "If your parents came over during World War II, for example, you certainly know your Irish relatives and have a much more concrete connection with Ireland than I do."

"It's a heritage thing," Brennan continued. "Every American is searching for roots. My roots are in Ireland. For most Irish Americans, I think that's the extent of it." AFIS



DURING BASIC TRAINING at Fort Dix, N.J., we were warned by our first sergeant that each recruit was responsible for the alertness of the soldier on either side of him during lectures. When the man on my right was caught napping, I was ordered to dig a garbage pit during the night.

That evening as I was digging, my entire squad appeared, carrying shovels. The hole grew larger. Then a cigarette lighter flared, and I saw the first sergeant's grim visage in the flickering light. "Well, gentlemen?" he asked.

One brave soul stepped forward and said that, since the infraction was not my fault alone, the punishment should be shared.

We braced for a tirade, but instead the sergeant replied, "You have learned an important lesson today: teamwork. The Army cannot function properly without it. Return those shovels and get some sleep. Dismissed!"

--Contributed by John-Charles Corazzo
August 1986, Copyright 1986

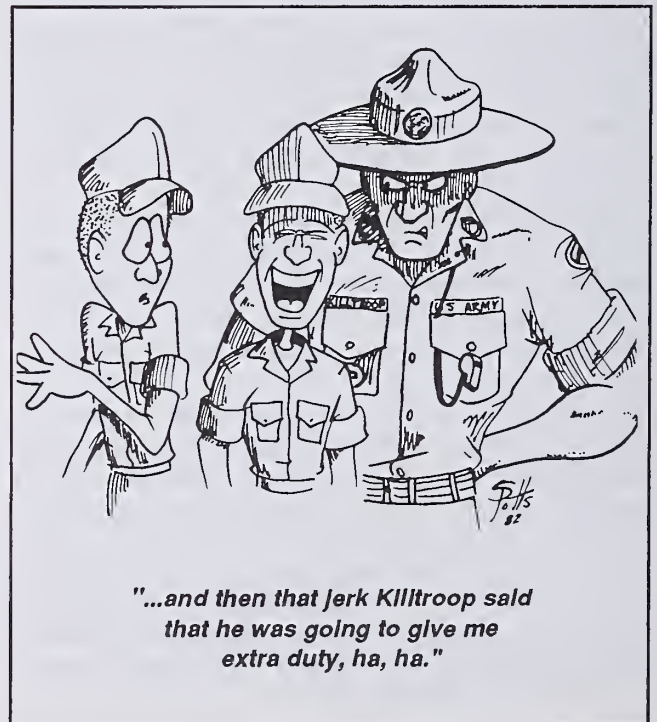
IT HAD BEEN a long, hard day in Army basic training. As we stood in formation, a drill instructor asked our platoon, "If you could be alone for just 30 minutes with anyone right now, who would it be?"

There were typical answers of loved ones, but a disillusioned private spoke for all when he said, "My recruiter!"

--Contributed by SPC Ben Snodgrass, USAR
June, 1989, Copyright 1989

AT FORT JACKSON, S.C., a friend of mine was waiting for his discharge. After yet another bureaucratic delay, he pointed to the U.S. ARMY insignia on his clothing and told me, "You know what this stands for? 'Uncle Sam Ain't Released Me Yet.'"

--Contributed by Edward Lozano
August, 1986, Copyright 1986



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142nd Military Intelligence Battalion (Linguist)

Submitted by Sgt. David Jackson
INSCOM, DCSRA

The Utah Army National Guard's 142nd MI Battalion (Linguist) is one of the Total Force's new linguist battalions. These battalions have the unique mission of supplying trained Army linguists for worldwide missions, thus contributing to the overall effectiveness of the Total Army concept.

Activated as a 54-member interrogation company in February 1960, the 142nd has grown to 370 people. The 142nd now includes 97E's, 97B's, and 98G's. They focus on the European and Southwest Asian theaters.

Most of the battalion's linguists have lived and worked on a day-to-day basis in foreign countries. They are familiar with the economics, history, and languages of these countries. Also, many linguists continued their education by earning bachelor's degrees in their languages. This level of education, cultured background, and professionalism have produced competent and motivated soldiers.

The 142nd strives to recruit qualified linguists. The fact that the unit can give them good language training and the opportunity to perform worldwide language missions is the key to retention and recruiting. Soldiers often have the opportunity to train in their target languages.

The 142nd soldiers have responded enthusiastically to active military support missions where both MOS and language skills were needed. During the 1980's, the battalion supported DA, FORSCOM, INSCOM, National Guard Bureau, and overseas commands.

The 142nd MI Battalion mobilized nearly one quarter of its soldiers during Operations DESERT SHIELD/DESERT STORM. Support was provided to the XVIII Airborne Corps



The crest is a silver colored metal and enamel device 1 1/8 inches wide. It consists of a black vertical dagger on a silver beehive with blue details, all on a silver scroll inscribed "INTO ALL THE WORLD" in black letters. Above the scroll are two bunches of silver sego lilies. Silver and oriental blue are the colors traditionally associated with military intelligence. The dagger symbolizes military preparedness and the globe and motto represent the unit's worldwide capabilities and responsibilities. The beehive and sego lilies are symbols associated with Utah, the unit's location.

and VII Corps, and they also supported the postwar humanitarian mission. Company A, 142nd MI Battalion, provided interrogation support to two joint interrogation facilities. A company section also supported a document exploitation mission in Dhahran.

The 142nd MI Battalion has the language and MOS experience to support any mission and it continues to maintain the highest standards for trained MI linguists. The battalion's worldwide mission opportunities allow its soldiers to continually increase their proficiency. The unique excellence of the 142nd MI Battalion contributes to the overall effectiveness of the Total Force concept.



World War II

The Principles of War in historical perspective

By Dr. John P. Finnegan
INSCOM, History Office

Simplicity

A third major principle of war is that of simplicity, which is a hallmark of successful military operations. As the late British Field Marshall Lord Archibald Wavell put it, "There is no room in war for delicate machinery." Everybody is familiar with Clausewitz's timeless dictum: "Everything in war is very simple, but the simplest thing is difficult." Clausewitz attributed this to the friction that is built into a military machine forced to function under the inherent stresses of battle, since the machine is no machine at all, but a collection of individuals "every one of whom retains his potential of friction."

This is Part III, Simplicity, in a series of articles on the Principles of War in Historical Perspective: The World War II Experience.

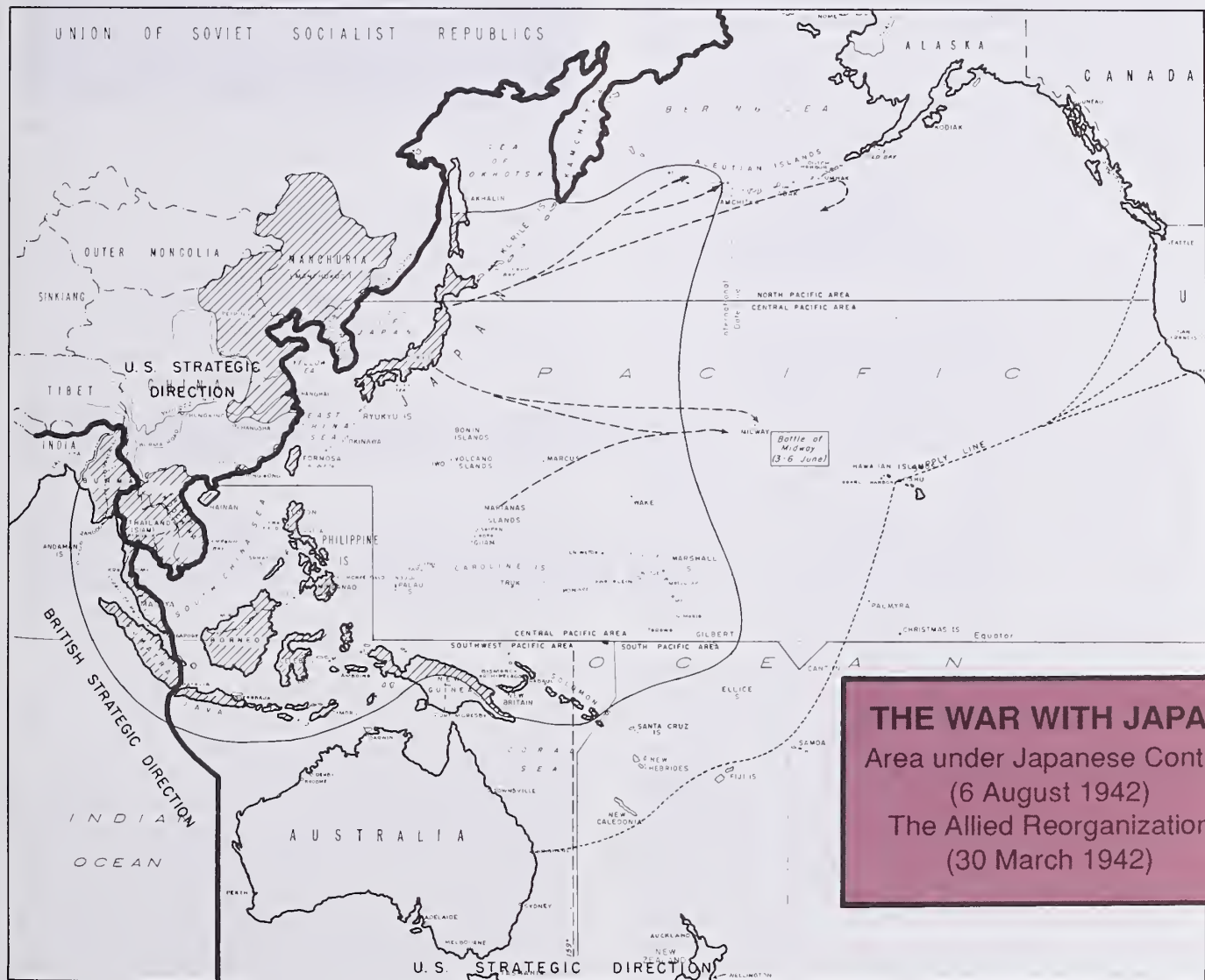
Not only does the friction imposed by the human factor demand simplicity in the planning and execution of military actions, but so does the fact that every increase in complexity creates an exponential rise in the possibility of things going awry. As might be expected, World War II offers us numerous illustrations of what can happen when this principle of simplicity is violated. One of the best examples is provided by the fate of the last great Japanese offensive in the Pacific in the late spring of 1942.

The spring of 1942 was in many ways the high water mark of the Imperial Japanese Armed Forces. In the five months since launching the Pearl Harbor attack, the Japanese Navy and its air arm had swept triumphantly from Oahu to Ceylon, smashing American, British, and Dutch squadrons. The Imperial Japanese Army had overrun Hong Kong, Malaya, the

Philippines, the Netherlands East Indies, and Burma; and it had accomplished this feat using just eleven divisions. However, for Admiral Isoroku Yamamoto, architect of the Pearl Harbor attack and Commander-in-Chief of the Japanese Combined Fleet, Japan had still not done enough. Yamamoto was all too conscious that American strength in the Pacific had been battered but not broken. The American carriers at Pearl Harbor had eluded the Japanese attack. In April, a U.S. carrier had launched a long-distance bombing raid against Tokyo itself, an act that was militarily futile, but psychologically devastating. In May, an American carrier task force checked a Japanese offensive against Port Moresby in the Battle of the Coral Sea. And behind these forward-deployed forces, America's vast industrial base was beginning to churn out vast numbers of new ships and aircraft. In the contest with Japan, the United States not only had the bigger battalions, but the bigger blastfurnaces. It was clear to Yamamoto that in the long run Japan would be ground down by overwhelming force. To avert this, Yamamoto was forced to gamble that a decisive quick victory by the Japanese over the U.S.

Pacific Fleet might break America's spirit and lead to a compromise peace.

To force the battle he wanted, Yamamoto decided to commit the entire Combined Fleet to an offensive against American assets across the span of the entire North Pacific. Eleven battleships, eight carriers, 23 cruisers, and 65 destroyers would take part in the effort, along with assorted support ships, transports, and submarines. A Northern Force of several small task forces would raid the American base at Dutch Harbor in the Aleutians, then occupy Attu and Kiska, two remote and fog-shrouded islands further out in the Aleutian chain. But this would be only a feint. Hundreds of miles to the south, four more separate task forces would converge against the lonely speck of Midway Island, an American refueling station 1,300 miles west of Honolulu. Spearheading the attack would be the *Kido Butai*, the same elite carrier task force that had bombed Pearl Harbor. Finally, 300 miles to the rear of the Midway Striking Force, Yamamoto himself would follow with a Main Force of battleships. Once Midway fell, Yamamoto anticipated an American counterattack. But the



American fleet would be remorselessly attrited as it sailed from Hawaii: a line of Japanese submarines would lay in ambush; Japanese planes launched from carriers and from Midway would renew the assault; finally Yamamoto himself would come up with his own battleship squadron to deal with whatever was left. Battleships and carriers of the Northern Force would then steam south to cut off any American line of retreat.

In short, Yamamoto's operational scheme was a vast clockwork mechanism, requiring the coordinated movements of multiple task forces sailing from four different ports, with all elements following tightly synchronized time schedules. For the plan to succeed, everything would have to fall precisely into place. In particular, Midway would have to be captured in just two days; otherwise the First Carrier Strike Force leading the Japanese assault might be caught between two fires and attacked both by aircraft from land and by the counter-attacking U.S. Fleet.

This intricate and complicated battle plan contained within itself the seeds of its own destruction. By employing multiple task forces, Yamamoto had planned to enhance security and deception, but his arrangements fragmented the Combined Fleet into penny packets that could neither communicate with each other—the operation depended upon radio silence once it was under way—nor support each other. The plan also managed to violate the principle of mass as well as that of simplicity, since battleships and carriers were scattered among various task forces rather than concentrated together. Of the eight carriers in the Combined Fleet, only four were allotted to the all-important First Carrier Strike Force designated to open the first act of the battle of Midway. Similarly, most of the seaplanes that the Combined Fleet used for reconnaissance stayed with Yamamoto's Main Force in the rear, rather than with the First Carrier Striking Force in the van.

Finally, the need to quickly inform 200 fleet units of their allotted part in the plan generated a huge amount of Japanese Navy communications traffic. The volume alone of this radio traffic would have alerted the American Navy that some major operation was underway. Even more damaging was the fact that, quite unknown to the Japanese, U.S. Navy cryptanalysts were able to read coded Japanese messages. And so, as the last details of Yamamoto's elaborate operational instructions fell into place, they had become transparent to the codebreakers of Station Hypo, the signals intelligence center of Nimitz's Pacific Fleet.

As a result of this, the Americans knew the exact time and place of the forthcoming Japanese blow, and were able to parry it with their limited forces. The two carrier task groups that effectively comprised American naval power in the Pacific were well on their way to Midway by the time Yamamoto's submarines established a patrol line in Hawaiian waters. When the four carriers of the First Carrier Strike Force appeared 200 miles northeast of Midway on June 4, 1942, they were ambushed by the three American carriers already positioned 200 miles to the northwest of the atoll. The Japanese bombed Midway once; then decided to strike with a second wave. At this moment, the presence of one of



Japanese Admiral Isoroku Yamamoto: his plans for the Battle of Midway violated the military principle of simplicity.

the American carriers was belatedly detected. Frantically, the Japanese carriers tried to retrieve their first wave of returning aircraft while re-arming the planes of the second wave with torpedoes; meanwhile, they were additionally preoccupied with staving off air attacks from an alerted Midway and preparing to meet the surprise attack of the United States Pacific Fleet. Yamamoto's plan had counted on Japanese forces seizing Midway first and dealing with the Pacific Fleet some days later. A delicate mechanism, it could not survive the shock of the unexpected.

Japanese seamanship and fast zero fighters carried the First Carrier Strike Force unscathed through repeated assaults by Nimitz's torpedo planes. But they could not prevent American dive bombers from repeatedly hitting three carriers—and the Japanese carriers, their flight decks still cluttered with munitions and fuel, proved to be floating time bombs. The core of the *Kido Butai*—the victors of Pearl Harbor—died in flames. The last surviving Japanese carrier managed to get off an air strike that savaged the *U.S.S. Yorktown*, but was sunk in turn by a renewed American attack. This ended the Midway operation. Without air superiority, an invasion of Midway could not proceed, and Yamamoto's grand design had scattered the remaining four carriers available to the Combined Fleet across the whole North Pacific in positions where they could not influence the decisive action. Yamamoto's violation of the military principle of simplicity had helped to bring about the turning point of the whole Pacific War.

Standards of Conduct update

By INSCOM, IG Office

Recent changes to AR 600-50, Standards of Conduct, involve the use of frequent flyer mileage credits and could affect you and your soldiers. These changes include:

- To avoid any public perception of extravagant use of official funds, field grade officers and above will not accept an upgrade while in uniform.

- Frequent flyer mileage credits earned as a result of official travel are the property of the U.S. Government and will not be used for personal travel.

- When mileage credits are earned through mixed offi-

cial and personal travel on the same trip, all the credits accrue to the government and no portion may be used for personal travel.

- Frequent flyer mileage credits may be used during official business trips for:

- a. free airline tickets (first priority)

- b. Obtaining airline seat upgrades, rental car upgrades and/or hotel upgrades.

Questions concerning the use of frequent flyer mileage credits should be referred to your local JAG.

Understanding family support

By INSCOM, IG Office

During the past quarter, the INSCOM IG Office received two requests for assistance from wives of INSCOM soldiers concerning nonsupport of families. Both cases involved pending divorces and virtual abandonment of the families by the soldiers. Although the units involved attempted to rectify the situations (and were ultimately successful), familiarization with the appropriate Army regulation would have significantly helped the families and explained to the soldiers their responsibilities regarding family support. The specific

regulation is AR 608-99, Family Support, Child Custody, and Paternity (22 May 1987).

The regulation clearly defines and explains support requirements for the soldier and actions that commanders must take to ensure support compliance. The regulation is short, well written and to the point. Commanders should become familiar with family support requirements and pass this important information to their soldiers.





Hatch Act lists restrictions on elections

The Hatch Act lists certain activities that Federal employees can and cannot do in preparation of an election year and in carrying out different aspects of the election. Following are some of these activities which are prohibited (Part I) and permissible (Part II).

PART I

Political activities *prohibited* by Hatch Act

The general prohibitions on Federal employees are that they may not use their official authority or influence to interfere with or affect the result of an election, and that they may not take an active part in partisan political management or in partisan political campaigns. These are some of the prohibited activities:

- You may not be a candidate for nomination or election to a national or state office.
- You may not become a partisan candidate for nomination or election to public office.
- You may not campaign for or against a political party or candidate in a partisan election for public office or political party office.

—You may not serve as an officer of a political party, a member of a national, state, or local committee of a partisan political club, or be a candidate for any of these positions.

—You may not solicit, receive, collect, handle, disburse, or account for assessments, contributions, or other funds for a partisan political purpose or in connection with a partisan election.

—Federal criminal statutes impose restrictions concerning contributions in connection with election for Federal office. Specifically, you may not solicit political contributions from other Federal employees and no person may solicit or receive political contributions of other Federal employees. You should contact the Office of Special Counsel at 1717 H Street, Northwest, Washington, DC 20419, (202) 653-7140, for advice if you have any questions concerning the requirements of these laws.

—You may not sell tickets for or otherwise actively promote such activities as political dinners.

—You may not take an active part in managing the political campaign of a candidate in a partisan election for public office or political party office.

—You may not work at the polls on behalf of a partisan candidate or political party by acting as a checker, challenger, or watcher, or in a similar partisan position.

—You may not distribute campaign material.

—You may not serve as a delegate, alternate, or proxy to a political party convention.

—You may not address a convention, rally, caucus, or similar gathering of a political party in support of or in opposition to a candidate for public office or political party office, or on a partisan political question.

—You may not endorse or oppose a candidate in a partisan election through a political advertisement, broadcast, campaign literature, or similar material.

—You may not use your automobile to drive voters to the polls on behalf of a political party or candidate in partisan election.

PART II

Political activities *permissible* by Hatch Act

—You have the right to register and vote as you choose in any election. Political activity restrictions do not relieve Federal employees of their obligations as citizens to inform themselves of the issues and to register and to vote. Employees are urged to vote by being granted leave under certain circumstances to register or vote.

—You have the right to express your opinion as an individual, privately and publicly, on all political subjects and candidates as long as you don't take an active part in partisan political management or partisan political campaigns.

—You may wear a political badge or button or display a political sticker on your private automobile, subject to work-related limitations.

—You may make a voluntary campaign contribution to a political party or organization.

—You may accept appointment to public office, provided service in the office will not conflict or interfere with the efficient discharge of your Federal duties.

—You may participate in a non-partisan election either as a candidate or in support of (or in opposition to) a candidate, and you may, if elected, serve in the office if such service will not conflict or interfere with your Federal duties.

—You may serve as an election clerk or judge, or in a similar position, to perform non-partisan duties as prescribed by state or local law.

—You may be politically active in connection with an issue not specifically identified with a political party, such as a constitutional amendment, referendum, approval of a municipal ordinance, or similar organization.

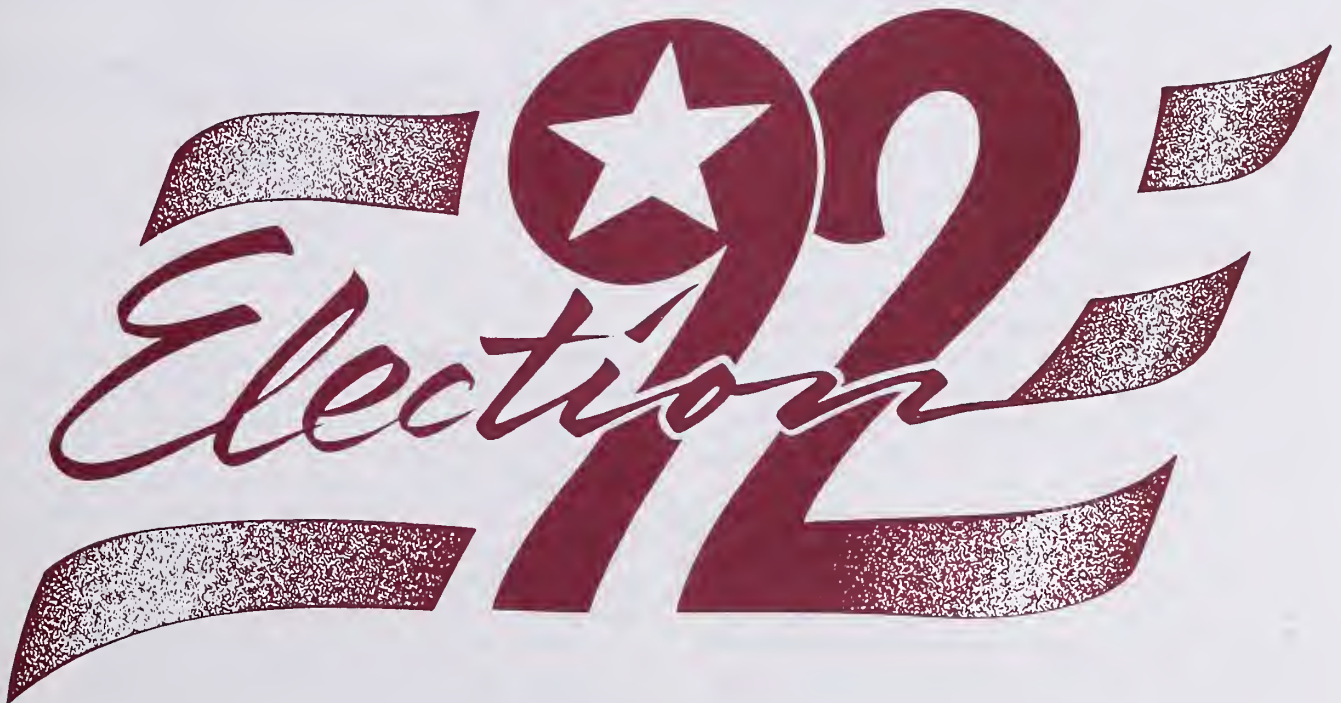
—You may participate in the non-partisan activities of a civic, community, social, labor, professional, or similar organization.

—You may be a member of a political party or other political organization and attend meetings and vote on issues, but you may not take an active part in managing the organization.

—You may attend a political convention, rally, fund-raising function, or other political gathering, but you may not take an active part in conducting or managing such gatherings.

—You may sign petitions, including nominating petitions, but may not initiate them or canvass for signatures, if they are nominating petitions for candidates in partisan elections.

—You may petition Congress or any Member of Congress, such as by writing to your Representative or Senator to say how you think they should vote on a particular issue. (**Civilian Personnel Bulletin**)



Security in a resource constrained environment

Submitted by DCSSEC

Every individual reading this article is all too familiar with the phrase "doing more with less." Because security is often regarded as overhead by many managers, it is quite often the first area to be reduced. To make the situation worse, there are many cases where the position of Security Manager is an additional duty.

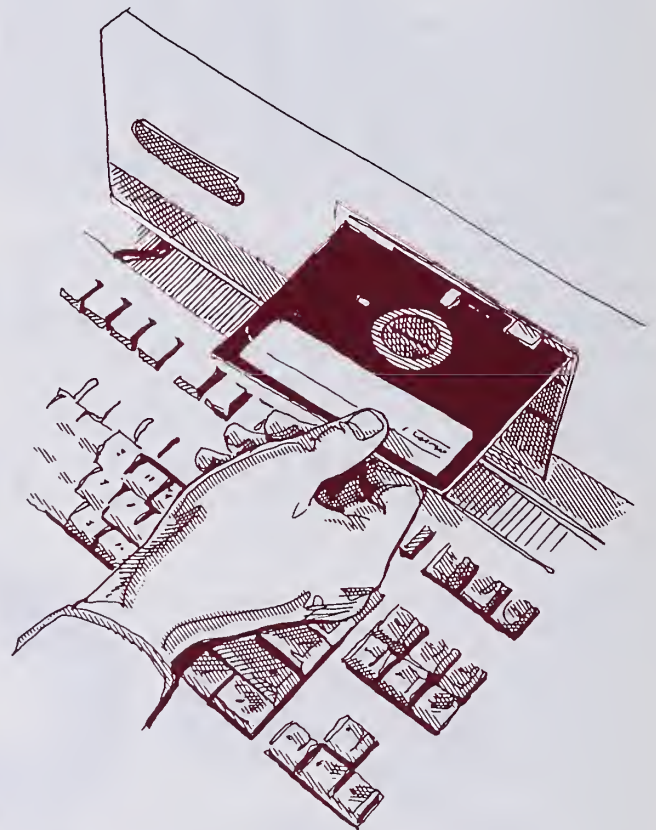
As bodies go but missions do not, the people left will have to divide their time among many projects. In the end, each action officer will have to prioritize as best he can. In most cases, additional duties will take a back seat to primary duties.

The challenge for all of us involved in security is to ensure the security posture of our command doesn't suffer when the cuts come. There are some things we can do.

We can sell security to our bosses. Emphasize that compliance with security requirements has implications that impact on all operations. For example, meeting information systems security requirements does more than protect data and assets from loss or compromise. They also help ensure data integrity. It matters little if we process data quickly if the data provided is inaccurate. Also, security is a cost avoidance mechanism. Point out how much it will cost to reconstruct lost data or replace damaged or stolen equipment. Good security can minimize the chance of such things happening and save dollars in the long run.

We can work smarter, not harder. We no longer have the luxury of spending time and effort on paper-pushing. Automate as many of the routine security functions as possible. Accreditation inventories and security clearance rosters, along with many other requirements, are good candidates for automation. In addition, Activity Security Managers can help share some of the burden.

Remember that security managers do not "do" security. The job of the security manager is to put out the word on security programs and to ensure that the employees of your activity are complying. The security manager cannot check every safe every day to make sure it is locked. Security managers should not let themselves get bogged down in the minutia of security.



Think programs. The most important aspect of any security program is security education. If we have an aware, involved workforce, we are over half way to having a successful security program.

We, at USAINSCOM, handle one of the Army's most important assets—information. The damage caused by espionage and crime is difficult to quantify in dollars and cents, but the possible harm to the men and women in uniform whom we serve can be incalculable.

So even in these days of doing more with less, we must ensure that the security of our activity or command and the United States does not suffer.

Health affairs budget increased

By Evelyn D. Harris

The president's fiscal 1993 DoD budget includes a \$400 million increase for health affairs compared to last year.

The budget request must be approved by Congress and is subject to change during the legislative process.

The budget request funds the unified Defense Health Program, which went into effect Oct. 1, 1991. The program unifies the armed services' medical program and budget under the assistant secretary of defense for health affairs.

Most of the request—\$8.9 billion—will fund operation and maintenance of existing facilities as well as the cost of CHAMPUS, the military health insurance program. The requested budget for the Civilian Health and Medical Plan of the Uniformed Services will increase to 3.9 billion from fiscal 1992's \$3.7 billion. The budget takes into account expected force reductions.

Health affairs officials said DoD will carefully evaluate the

more costly CHAMPUS workload. They would like to shift some workload back to military treatment facilities, which are usually less expensive.

The budget reflects implementation of DoD's coordinated-care program, a managed-care program that promises to make quality health care more available to military people and their dependents while controlling taxpayers' costs. Program features include lower co-payment deductibles for beneficiaries who use the doctors and medical facilities on their local preferred-provider lists.

The budget request also includes \$300 million for procurement, including the composite health care system, which will automate many functions in military hospitals. DoD is also asking for \$300 million to fund research and development, including biomedical research. **AFIS**

Assignment to the Defense Attache System (DAS)

The Army is seeking Noncommissioned Officers (NCOs) in grades sergeant through sergeant first class to fill worldwide positions in the Defense Attache System (DAS). Prerequisites, application procedures and duty stations are listed in AR 611-60 (revised edition Oct. 91). Qualified personnel are encouraged to volunteer for this unique and challenging duty.

Preparation for DAS assignments, including travel and training, may take from seven weeks to one year, depending on the length of language training, if required. Although records in-processing is at Fort Meade, administrative orientation, the Attache Staff Operations Course (ASOC) and language training are given in the Washington, D.C. area.

The duty MOS for all enlisted positions is 71L, Operations NCO. NCOs in other MOS/CMF can apply if qualified and may be nominated if released by their career management branch at PERSCOM. Those nominees accepted and successfully complete the training will be reclassified to MOS 71L and awarded an ASI of E4 (Attache Operations NCO).

Especially needed are personnel who possess excellent foreign language skills, or have a qualified Defense Language Aptitude Battery (DLAB) test score of 100. Although NCOs may volunteer for attache assignments worldwide, specific needs exist in the following countries:

Colombia	Jordan
Pakistan	Bulgaria
Bolivia	El Salvador
Burma	Ivory Coast
Poland	Hungary
Sudan	Saudi Arabia
Honduras	Mexico
Chile	

Interested NCOs are encouraged to contact SFC Calvin Jones Jr., Enlisted Assignments Coordinator, U.S. Army Attache Management Division, U.S. Army Field Support Center, Fort George G. Meade, Md. 20755-5905; DSN 923-6482/6364; or commercial (410) 677-6483/6364.

COMMANDER
USA INSCOM
ATTN: IAPA
FT. BELVOIR, VA. 22060-5370



WOMEN'S HISTORY: A PATCHWORK OF MANY LIVES

